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13 October 1961

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Management Activity in the Office of Training
in Fiscal Year 1961

1. In compliance with your request, attached hereto is a report of management activity in the Office of Training in FY 1961. The report presents accomplishments, experiments, trends, and anticipated activity in the future.

2. The attached report was prepared in the degree of detail which was believed most suitable for the management purposes of the Office of Training itself. It has been interesting to find that the very preparation of the report has served to focus attention on problem areas and to sharpen the perspectives of those in management positions in OTR. In addition, both during and after its preparation the report has already proved valuable for reference and research purposes, for lectures, for providing an organized basis for briefings, and for other management purposes.

3. In view of the comprehensiveness of the attached report, it is believed appropriate to note here some of the highlights of OTR activity during FY 1961. These items of information, not in order of importance, are as follows:

a. In addition to the continuous revision of existing training courses to make them more responsive to training requirements, the following new courses were offered during the year:

- (1) Intelligence Briefing Course
- (2) Advanced Writing Workshops
- (3) Correspondence Course for Writing Workshop (Basic)
- (4) Intelligence Review Course
- (5) Senior Management Seminars
- (6) Office Practices Course
- (7) Dictation Techniques Course

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- (8) "Communism: Challenge and Response" Seminars
- (9) [] Seminar
- (10) [] Seminar
- (11) Basic Paramilitary Course (inactive since 1953)
- (12) 16 additional country Americans Abroad Orientations
- (13) China Familiarization Course
- (14) Middle East Lecture Series

b. During the year it became apparent that there was a need for more specific statements of the responsibilities of Deputy Directors and Operating Officials with respect to establishing training requirements for personnel in various categories, directing the training of personnel who fail to meet these requirements, conducting formal courses of instruction, and establishing on-the-job training programs. In addition, it was felt desirable to establish more specifically the responsibilities of the Director of Training, partially in connection with recommendations of the Inspector General. A proposed complete revision of [] (retitled "Training of Agency Employees") has therefore been drafted for coordination. (See Section S)

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c. In March 1961 the processing of professional test battery results on the RCA 501 computer became effective. This has resulted in more efficient and more rapid processing of data, and the release of all IBM equipment by the Assessment and Evaluation Staff except for a key punch and verifier to be released in FY 1962. In addition to A&E Staff use of the RCA 501, in FY 1961 systems analyses were well underway which will utilize the RCA 501 to maintain the Agency Training Record and the training records of individual employees. For this latter project it is expected that actual programming for input and retrieval will begin by January 1962. (See Sections P and S)

d. For FY 1961 there was a disappointing drop in the number of junior officers selected and enrolled in the Junior Officer Training Program. The decrease was attributable to a variety of causes, and several actions are being taken to increase enrollments and to improve the program. (See Section O)

e. There was a significant increase in enrollments in Americans Abroad Orientations during the year, including many more dependents. More than 50 percent more courses were conducted, and first-time presentations were made for 15 countries [] (See Sections M and R)

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1. During FY 1961 the Language and Area School moved its offices and classes to Arlington Towers. Although the space available in that building for tutorial training continues to be inadequate (see Section M), the accommodations are more comfortable and professional than those in the temporary buildings in Washington.

j. The responsibilities of the OTR Briefing Officer were amended significantly during the year. He has been given increased responsibility for planning and coordinating the briefings of senior U.S. officials, and the total number of persons briefed increased 50 percent over FY 1960. Both the number of ambassadors and the number of MAAG's briefed increased 400%. (See Section C)

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k. Nineteen persons from the Office of Training provided full-time support to the [] project at various times during the year; the length of assignments varied from four weeks to the full year. (See Section S). Employee []

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[] in connection with the project are included in the statistical tables in Section L; specific

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information concerning such training, including overseas and other domestic training for the project, is not recorded in this report in order to permit wider distribution of the report. In addition to other support given to the project, the A&E Staff completed 90 assessments for [] as is indicated in Section P.

1. The Office of Training increased its capability to provide paramilitary training during FY 1961. The Basic Paramilitary Course was presented for the first time since 1953. The experience resulted in plans to offer the course again in September 1961,

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[] as well as seven days of field training in []. It is anticipated that the course will be presented twice each year. (See Section L)

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m. The motion picture "Personal Security" was completed, shown to 13 preview audiences for test purposes, and then released for general Agency use. (See Section Q)

n. Several key aspects of the Agency's language training program were changed or emphasized more firmly during the year. These include the assignment of increased responsibility to DD/P division chiefs and career panels with respect to scheduling and directing training in languages, establishing degrees of language proficiency required of persons and for positions, mandatory language proficiency testing, decreased reliance on tutorial language training, and others. These developments, which reflect a more realistic and "mandatory" approach to accomplishing language training to meet the Agency's actual needs, are described in Section M.

o. A promising development during the year was the attention given to preparing a mid-career development or training program for Agency officers. Renewed attention to this matter was triggered by a recommendation in the Inspector General's report of his survey of training. As a result OTR submitted recommendations to the Career Council concerning the establishment of such a program, and drafted a proposed "core" mid-career training course presumably applicable to all career services. Planning for a senior officer's development program has been held in abeyance until the mid-career concepts become firm. (See Section S)

p. Several recommendations of the Inspector General were referred to the Career Development Board by OTR during the year.

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These were the proposals that there be a senior "board of overseers" for certain training matters, and that representatives of the Deputy Directorates serve on JOT selection and placement panels. The Board was asked to consider whether or not it is feasible for the Board itself to perform the functions of the proposed groups. (See Section S)

q. During the year OTR followed closely the developments in the new field of programed learning. Highly interesting claims have been made as to the effectiveness, speed, and other characteristics of this new method of instruction, and OTR must be able to determine its applicability to Agency training situations. The activities of the Specialist in Programed Learning, the project for teaching OTR instructors how to prepare programed materials, the programed instruction which we are developing, and related matters are described in Section Q.

r. An event which occurred during the year and which was welcomed by OTR was the fact that upon completion of his tour of duty with OTR the Chief of the Operations School became the DD/P Training and Qualifications Review Officer. It is believed that this will result in improved understanding and communication between OTR and the elements of the DD/P organization.

s. OTR anticipates increased attention to the type of training represented by the Principles of Overseas Effectiveness (POE). This course has been found to be most suitable for experienced middle-grade and senior officers, and has been considerably revised for such students. This training may be offered twice a year or more often, and it is also planned that a series of "Country Companions" to the new course will be introduced and will provide specific interpretations of POE concepts in relation to given countries. In addition, a version of the POE expressly designed for JOT training is being planned, and incorporation of a version of the POE into the mid-career "core" course is under consideration.



MATTHEW BAIRD
Director of Training

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Attachment:
Management Report
OTR, FY 1961

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